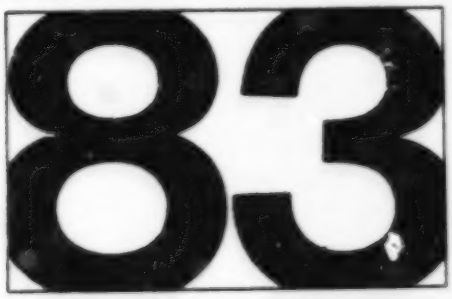
1983

Annual Report



For the period April 1, 1982 to March 31, 1983

OPEN LEARNING INSTITUTE

CONTENTS

1	**Message from the Chairman**
2	**Message from the Principal**
3	**Statement of Mission**
4	**Governance**
4	**Program Advisory Committees**
5	**Chart of Organization**
6	**Academic Affairs** An Overview University Program Career, Technical, Vocational Program Adult Basic Education Program Student Services Educational Technology Library Services
14	**Administrative Services** Personnel Services Program Support Marketing and Information Services Data Processing and Ancilliary Services Finance Department
21	**Financial Statements**

British Columbia Cataloguing in Publication Data

British Columbia. Open Learning Institute.
Annual report. — 1978/79-

Cover title.
Report year ends Mar. 31.
ISSN 0714-9271 = Annual report - Open Learning Institute.

1. British Columbia. Open Learning Institute - Periodicals.

LE3. 064A33 378'.03'09711

Copyright © Open Learning Institute 1983.

No part of this publication may be reproduced in any form by any means without permission in writing from the Dean of Academic Affairs, Open Learning Institute.

OPEN LEARNING INSTITUTE

MESSAGE FROM THE CHAIRMAN

June 1983

Minister of Education
Parliament Buildings
Victoria, B.C.
V8V 1X4

Dear Mr. Minister:

I have the honor to transmit for your consideration a report dealing with the work of the Open Learning Institute for the period 1 April 1982 to 31 March 1983.

In doing so, I wish to compliment and congratulate all members of the staff of the Institute for the imaginative and energetic work they do, day by day, on behalf of adult learners in this Province. Much has been accomplished. There is reason for pride in that accomplishment.

May I also thank you and the officers of your Ministry for the many courtesies extended to the Institute over the past year. We have all been encouraged by the good counsel and assistance we have received.

I would also like to express thanks to the agencies that fund the work of the Institute on behalf of the public system of education: the Academic Council, the Occupational Training Council, the Management Advisory Council, and the Standing Committee of the Ministry of Education. Those agencies have difficult, onerous tasks to perform: there are many competing claims for their attention. I am certain that they do their best to ensure equity throughout the post-secondary system: in that process the Institute has been justly and sympathetically treated.

The Institute is funded in part by the Universities Council of British Columbia. The members of that Council and the staff have done much to sustain, support, and encourage our work over the past year. We are indebted to them, and I express my warmest thanks for their co-operation and assistance.

My colleagues on the Board have devoted much time and energy to the work of the Institute and its governance. They have worked together wisely and constructively on behalf of education. I have enjoyed the benefit of their wisdom and experience; I am grateful for their friendship and support.

Three persons who served the Institute from its origins left the Board in the summer of 1982: Mr. Lloyd J. Hoole, Dr. Samuel L. Macey, and Dr. Dugal MacGregor. They are examplars of citizens serving a public mission, and I honor them.

Mr. Clare G. Copeland resigned from the Board in July 1982. The Institute benefited greatly by his experience in and special knowledge of the broadcast industry.

Mr. Abe Unruh, President of the B.C. Association of Colleges, joined the Board in March 1983. He brings special insights to the governance of institutions, and I welcome him most cordially.

Yours sincerely,

J. S. Pritchard

J. S. Pritchard
Chairman of the Board

MESSAGE FROM THE PRINCIPAL

June 1983

Mr. J. S. Pritchard
Chairman of the Board
Open Learning Institute
7671 Alderbridge Way
Richmond, B.C.
V6X 1Z9

Dear Mr. Pritchard:

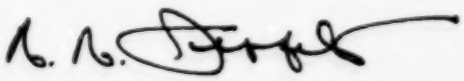
This annual report is a distillate of the work of the Open Learning Institute from April 1982 to March 1983. But it is only that: a *distillate*. It does not, nor can it, represent the day-by-day activities of those who serve the Institute: creatively, imaginatively, and loyally. To each of them I extend my warmest thanks and appreciation.

The Institute exists to serve students; it has no other *raison d'être*. The Institute enrolled more than 9000 students in the fiscal year 1982–83 in some 12 500 course registrations. Those figures encourage us all; and I hope our students have found their studies useful, satisfying, and beneficial.

Two major activities were superimposed on the daily affairs of the Institute: an internal and external review of the work of the Institute; and, beginning in February, the creation of the Five-Year Plan 1983–1988 required by the Ministry of Education. The first has done much to improve many aspects of the Institute's work and I am particularly grateful to Mrs. Rosemary Cunningham and the members of the Steering Committee on Institutional Evaluation for the careful thought and planning that went into the enterprise. The second activity was not complete at the time this report was prepared. I am confident, however, that it will markedly assist the Institute to meet many of the problems created by the diminished resources that will likely be available to Education over the next five years.

Finally, sir, I would like to thank you and your colleagues on the Board for your wisdom, patience, encouragement and understanding. You have lent spirit to our enthusiasm. You have supported us in adversity. You have given reality to our plans. And, occasionally, you have rebuked us for inattentions and chastised us for ineptitudes. I am grateful for lessons learned, lessons of many kinds.

Yours sincerely,



R. R. Jeffels
Principal

A STATEMENT OF MISSION

The OPEN LEARNING INSTITUTE, being a Provincial Institute, shall perform the following functions:

1. a) provide programs of study leading to a first degree in arts and science;
   b) provide programs of study in career, technical and vocational areas; and
   c) provide programs of study in adult basic education.

To this end:

2. the Institute shall manage needed support services; develop and acquire courses, acquire courses, programs of study and learning materials and distribute them by distance education methods; and
3. a) may enter into relationships with institutions, organizations and agencies in B.C. and elsewhere; and
   b) shall under Section 12(1)(b) of the College and Institute Act establish an academic program committee, career and technical program committee, and an adult basic education committee.

GOVERNANCE

Mr. J. S. Pritchard, Prince George - Chairman
Mrs. B. McDonald, Vancouver - Vice Chairman
Mr. A. C. M. Brown, Vancouver
Mr. J. F. Weber, Terrace
Mr. A. H. Unruh, Cecil Lake
Four Vacancies

PROGRAM ADVISORY COMMITTEES

The mission statement of the Institute requires the establishment of separate advisory committees for the University Program, the Career, Technical and Vocational Programs and the Adult Basic Education program.

Membership of the Program Advisory Committees is as below:

ADULT BASIC EDUCATION PROGRAM

External
Ms. N. M. Ashworth - University of British Columbia
Mr. A. Hamm - Employment & Immigration Canada
Mr. B. Naylor - Ministry of Education
Mrs. M. Selman - Consultant
Mr. Denise Whalley - College of New Caledonia

Internal
Mr. D. Cronk - Co-ordinator, ABE Program
Mr. R. R. Jeffels - Principal
Mr. E. Lundie - Student
Mrs. B. McDonald - Board member
Ms. E. McInnes-Rankin - Senior Advisor
Dr. D. Meakin - Director, Student Services
Mrs. M. Montana - Student
Dr. I. Mugridge - Dean, Academic Affairs
Dr. W. Uegama - Director, ABE Program

UNIVERSITY PROGRAM

External
Dr. R. Blackman - Simon Fraser University
Dr. W. Bowering - Okanagan College
Mr. R. Hopkins - Vancouver Community College
Mrs. E. Kennedy - University of Victoria
Dr. R. A. H. Robson - University of British Columbia

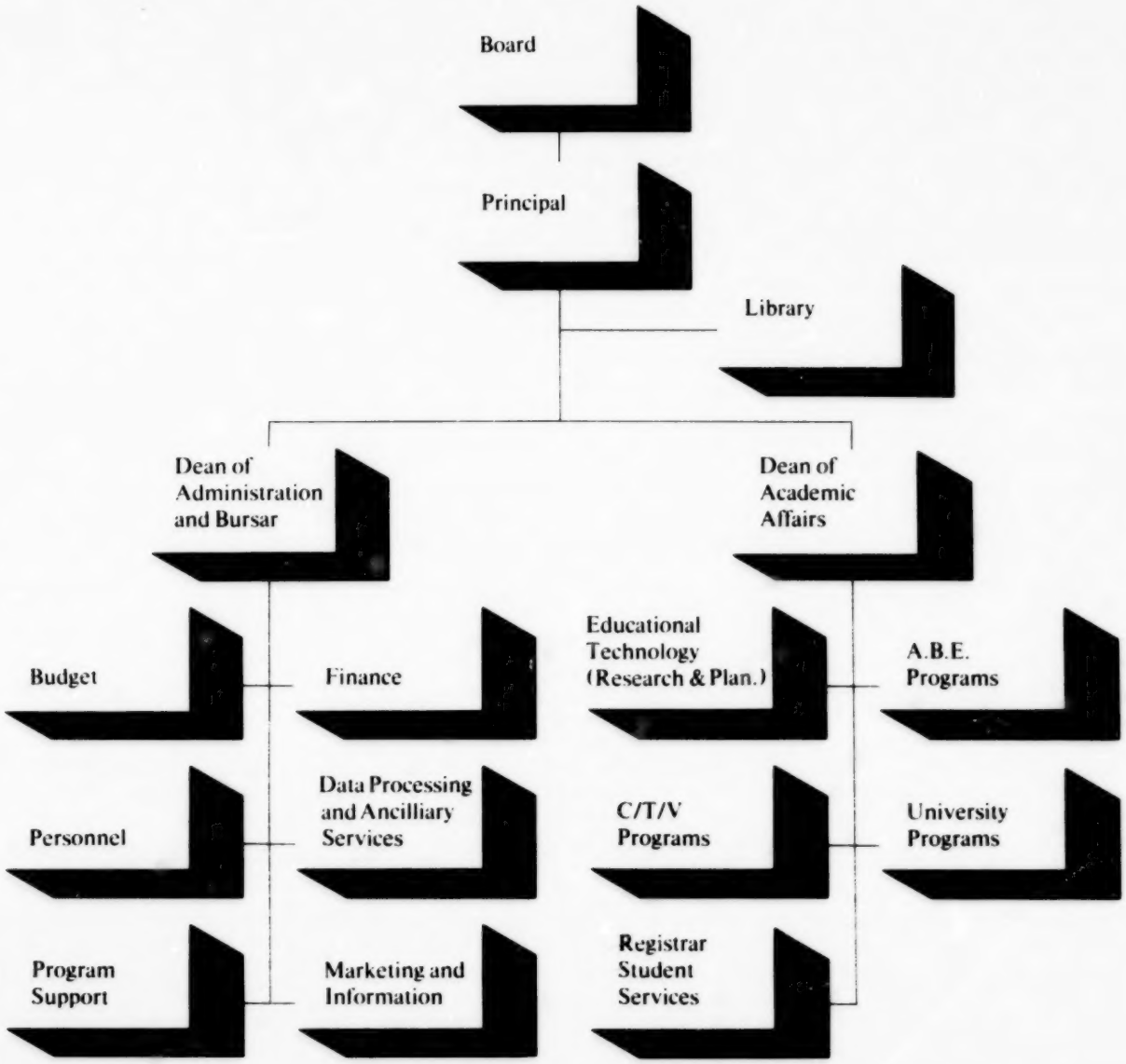
Internal
Mr. A. C. M. Brown - Board member
Dr. J. Calvert - Co-ordinator, University Program
Mrs. A. Crowley - Student
Mrs. B. Guttman-Gee - Student
Mr. R. R. Jeffels - Principal
Dr. D. Meakin - Director, Student Services
Dr. I. Mugridge - Dean, Academic Affairs
Dr. W. Uegama - Director, University Program

CAREER, TECHNICAL, AND VOCATIONAL PROGRAM

External
Mr. F. Court - United Transportation Union
Ms. I. Croden - Irene Croden & Associates Ltd.
Mr. P. Dampier - Justice Institute
Mr. M. Hardman - Ministry of Labour
Mr. N. Henderson - Canadian Employment & Immigration Commission
Mr. E. Inglis - Finning Tractor & Equipment Co. Ltd.
Mr. P. Langevin - Alcan Smelters & Chemical Ltd.
Mr. D. Poole - Pacific Vocational Institute
Mr. M. Povey - Westcoast Transmission Co. Ltd.
Mr. E. Redmond - Douglas College
Mr. D. Svetic - British Columbia Institute of Technology

Internal
Mr. R. R. Jeffels - Principal
Ms. M. Lawrence - Co-ordinator, Business Programs
Ms. H. Loader - Co-ordinator, Industrial Programs
Dr. D. Meakin - Director, Student Services
Ms. M. Radi - Student
Mr. R. W. Scales, Director, Career, Technical and Vocational Programs
Mr. J. F Weber - Board member
Mrs. A. Zemp - Student

CHART OF ORGANIZATION



ACADEMIC AFFAIRS

AN OVERVIEW

The year was marked by a number of significant changes in the academic areas, principally in personnel and organization.

In the early months of 1979, directors were appointed to establish the Institute's programs in Adult Basic Education (ABE); Career, Technical, Vocational (CTV); and degree-level studies. These were Mr. Alan Dawe, Mr. Derek Franklin and Dr. Ian Mugridge respectively. The first resigned at the end of June 1982; the second retired in May 1982; and the third, having held the double appointment of Dean and Director since September 1979, relinquished the latter post at the end of February 1983. All the programs are now well established and well regarded; and the Institute can look forward to continued strength in the program areas as a result of their sound foundations.

Responsibility for the CTV program was assumed by Mr. Richard Scales, formerly Director of Provincial Programs. As an experiment, responsibility for the ABE and the University programs was combined under Dr. Walter Uegama, formerly of Selkirk College. With the first of these appointments, the Provincial Programs Division was abolished.

The other major organizational changes occurred in the area of Educational Technology. A division with that title had been established in February 1982 with the understanding that its operation would be reviewed a year from its inception. After extensive review and discussion and in spite of the distinguished performance of the division under the direction of Dr. David Kaufman, the Board accepted a recommendation that the division be abolished effective 1st June 1983. Alternative arrangements will be made for carrying out the major functions of Educational Technology.

UNIVERSITY PROGRAM

Continued building of existing programs, the addition of a new program, new staff appointments, and the expansion of co-operative ventures with other institutions were the signal features of University Program activity during the past year.

Forty-four courses are now offered. Of these, four are new courses and four are revised courses first presented in 1982–83. Nineteen existing courses received minor changes or additions. Work also proceeded on 23 new courses, three adapted courses and four course revisions; many of these projects will be completed in the near future. The program owes a debt of gratitude to its course designers who have modified procedures and carried unprecedented workloads.

A new degree program, the Bachelor of Arts in Administrative Studies, received approval and is now being prepared. It draws heavily on courses already existing or planned in OLI's curricula, and this reduces the need for extensive new course development. An innovative approach to transfer into the program is being drafted.

Dr. Walter Uegama from Selkirk College was appointed Director of the University Program at the beginning of March. Thanks are owing to Dr. Ian Mugridge who, while carrying the burden of two jobs, designed and implemented a degree program which has achieved broad academic acceptance in only four years.

Senior tutors in eight disciplines were appointed on a trial basis during the year. They have been providing valuable advice on academic matters and co-ordinating the work of tutors in their disciplines.

The year also saw further expansion of the Institute's co-operative activities with the three British Columbia universities, community colleges, professional groups, and institutions and organizations outside the Province.

Finally, the Program Advisory Committee continued to supply valuable advice and support on a wide range of academic matters.

•••

CAREER, TECHNICAL, AND VOCATIONAL PROGRAM

During the past year the CTV division concluded or began development of the final courses required to complete offerings in the existing nine certificate programs:

Office Administration
Office Management
Small Business Management
Restaurant Management
Motel Management
Industrial Supervision
Construction Supervision
Electronics
Electrical Generating Systems

The division brought 14 new courses on line during the year, including three telecourse adaptations and one original TV series which used the broadcast services of the Knowledge Network.

Co-operative ventures with other institutions included the delivery of the first course in the joint OLI/PVI Electrical Generating Systems program. The first OLI venture into health programs—a graduate nurse refresher course—was developed in co-operation with Kwantlen College and delivered by Kwantlen on a pilot basis.

New advisory committees composed of representatives from business and industry were established to assist the Institute in revising existing programs and recommending future course

developments. Committees were estabished for:

Electronics
Industrial Supervision*
Construction Supervision*
Business Programs
Process Control

* *A joint committee*

The CTV Program Advisory Committee met three times during the year, providing valuable advice and guidance on the development of new programs.

A Tutor Advisory Committee was established to enhance communications with tutors. The committee, which met twice during the year, provided a necessary and valuable contact with tutors and a forum for discussion of issues of particular interest to tutors. This committee played a major role in determining the program for a successful tutor professional day.

The economic situation in 1982-83 and the growing awareness on the part of federal and provincial governments of the need for more specific training programs provided the division with a suitable climate in which to undertake a number of program initiatives.

Program development has started in six new program areas:

Health Services
-Nursing
-Dental Assisting

Apprentice Training
-Heavy Duty Mechanics

Journeyman Upgrading
-Heavy Duty Mechanics
-Electrical Work
-Millwright
-Automotive Mechanics

Drafting
-Mechanical Drafting

Power Engineering
-4th Class Boiler Operator

Process Control
-Initial Modules

By the end of the year 34 new CTV courses were under active development. The Board instructed its officers to hasten the development of technical and vocational courses to meet the needs of students in a new economic climate. The Board also designated special funds for that purpose.

Development of new programs was expedited by the acquisition and adaptation of correspondence courses from two Alberta Institutions: NAIT and SAIT. The acquisition and adaptation of two commercially-produced individual-learning courses also served to expedite the development of two courses which were required for the electronics certificate program.

The support the Institute has received from the Ministry of Education in approving the development of these new ventures in technical and vocational training programs has been most encouraging. Officers of the Ministry lent interest and support to the enterprise and worked constructively with the Institute and the colleges to determine the appropriateness of programs to be delivered by OLI. That assistance is appreciated and warmly acknowledged.

The Ministry of Labour has also been of great assistance in supporting the development of the apprentice and journeyman upgrading programs. The encouragement and co-operation that OLI received greatly assisted the development of these new programs.

During the year a consultant was retained by the Educational Technology division to develop a curriculum for a CTV computing program that will "ladder" into a degree program through the University division. Initial consideration has also been given to the development of a business administration diploma program which will extend from the existing certificate program and "ladder" into the University division degree in Administrative Studies.

As the number of programs and courses offered increases and enrolment in individual courses rises, significantly more of the work of the division is concentrated on delivery. The establishment of the tutor advisory committee greatly improved communication with tutors, and regular monthly tutor newsletters have helped to keep tutors aware of developments within the Institute. To deal with delivery-based concerns, a program manager was appointed for the electronics program. This appointment will permit the division to assess the appropriateness of a new position which includes responsibility for co-ordinating tutor activities, recommending the appointment of tutors, responding to specific inquiries from industry, representing the Institute at appropriate industrial and professional meetings, and recommending new courses and course revisions.

The completion of outstanding courses for the certificate programs and new program initiatives provide a sound base from which the CTV division can play an increasingly significant role in making training opportunities available in a wide range of areas throughout the Province.

•••

ADULT BASIC EDUCATION PROGRAM

During the year activities in ABE have been concentrated on up-dating and revising current course offerings, although some new courses are under development.

Adult Basic Education Projects Carried Over From 1981-82	**ENGL 010** Reading and Writing English	Assignment file Revision completed 1982-83 Course Designer: Ms. Susan Leslie
	PREP 001 Planning Your Future	Course revision. Not completed. Course designer: Ms. Susan Leslie
	SPAN 020 Spanish 1	New Course. Not completed. Course Designer: Ms. Susan Leslie
	Spelling Module	New supplementary material was completed in 1982-83. Course Designer: Ms. Susan Leslie
Projects Begun During 1982-83	**BISC 023** General Biology	T.V. Programs. OLI's first venture into in-house television production. Producer: Mr. Karel Baresh, ABE Resource person (and actor): Mr. Doug Cronk. Script consultant and on-camera instructor: Mr. Lloyd Claridge. Program 1: Introduction to the Microscope. Completed. Program 2: Cell Structures and Functions. Started, not completed. Program 3: Protozoa. Production not started. Program 4: A live interactive biology laboratory. Production not started.
	BISC 030 Human Biology	Course revision, Part 1. Not completed. Course Designer: Mr. Lyall Campbell
	FREN 020 French 1	Course revision. Not completed. Course Designer: Mr. Lyall Campbell. Neither a writer nor a consultant has been hired to work on this project. It is being done entirely inhouse.
	GEOG 030 Introduction to Geography	New Course. Not completed. Course Designer: Mr. Lyall Campbell. This course has had several false starts, because writers hired were not able to produce the material.
	HIST 030 Twentieth Century History	Four exams. Completed. Course Designer: Mr. Lyall Campbell. Mr. Campbell also wrote all four exams.
	HIST 030 Twentieth Century History	Audio program. Not completed. Course Designer: Mr. Lyall Campbell
	MATH 003 Algebra 1	Course revision. Not completed. Course Designer: To be announced.
	SOST 010 Themes in Canadian Life	Course revision. Not completed. Course Designer: Mr. Lyall Campbell
	Genetics Module	New supplementary material was completed. Course Designer: Mr. Lyall Campbell
	Mathematics Module	Six new short courses. Not completed, because modularization of mathematics program has not yet been completed. Course Designer: To be announced.
	Modular Mathematics Program Design	New plan for all ABE mathematics offerings. Completed. Consultant: Dr. Lionel Mendoza

STUDENT SERVICES

The year 1982-83 has been eventful for Student Services. Enrolment showed another significant increase, with course enrolments increasing 33% over 1981-82. Because of the provincial restraint program, it was not possible to provide additional staff to handle the volume of work. A great deal is owed to the dedication and hard work of Student Services staff who carried the extra burden.

Two significant events occurred during the year which contributed to increased efficiency: the introduction of an updated and greatly-expanded Student Registration and Record System on the in-house computer, and a new academic calendar which increased the number of registration periods each year from three to six. Additional information about these changes is given in the next section.

Staffing in Student Services at year end (including the seven regional advising centres) was:

Regular full-time	28
Regular part-time	3
Temporary	1

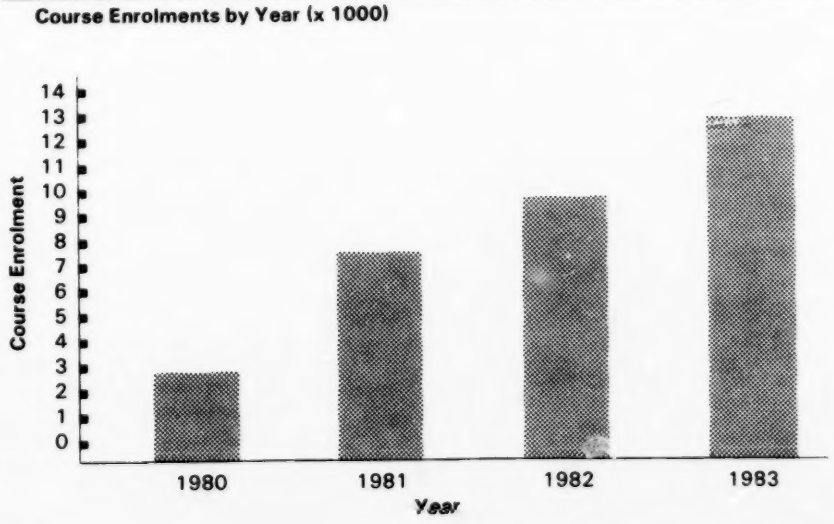
Registration and Records

In September 1982, the Institute changed its academic calendar from a traditional trimester operation to a new system which allows students a much greater degree of flexibility. Students may now start courses six times a year, and they may choose to complete a course designed for four-month completion in either two, four or six months. Although it had been anticipated that the three intakes occurring at the traditional times would be heavier, registrations have quickly equalized over the six intakes. As a result, the office has experienced much more even workloads and improved efficiency. Students have praised the new system, and there are indications that the course completion rate has increased.

In another major change, carried out in September and October 1982, a revised student record and registration system operating on the in-house computer was instituted. This replaced the system designed prior to the opening of the Institute, which used a service bureau computer with communication over telephone lines. While this system worked reasonably well, there were frequent communication problems, and our rapid growth required a more sophisticated system. As well as improving the efficiency of data entry, the new system allows a much greater capability for information retrieval. The preparation of the growing number of reports required to meet internal and external demands is thereby simplified.

Enrolment statistics are included in Table 1, and a chart showing enrolment growth appears in Figure 1.

ENROLMENT GROWTH (FIGURE 1)



ENROLMENT STATISTICS (TABLE 1)

	1982-83					Annual Total	
	May	Sep	Nov	Jan	Mar	81-82	82-83
Number of Courses Offered:							
University	34	40	30	39	28	102	171
Career Technical	26	30	23	28	28	73	135
Adult Basic Education	21	21	20	20	19	55	101
Total	81	91	73	87	75	230*	407*
Number of Student Course Enrolments:							
University	914	816	551	695	600	2761	3576
Career Technical	1344	1027	805	1048	840	4129	5064
Adult Basic Education	1229	849	702	716	718	2761	4214
Total	3487	2692	2058	2459	2158	9651	12854
Distribution of Students by Program Area (%):							
University	26 21	30 31	26 77	28 26	27 80	28 61	27 82
Career Technical	38 54	38 15	39 12	42 62	38 92	42 78	29 40
Adult Basic Education	35 25	31 54	34 11	29 12	33 27	28 61	32 78
Number of Students (Head Count)	2518	2277	1776	2095	1817	8094	10483
Non-Credit Courses							
Number of Courses Offered	2	1	1	1	1	5	6
Number of Student Course Enrolments	72	35	35	35	35	136	212

* Note The annual total of courses offered represents the number of course offerings. It includes multiple counts for courses offered more than once during the year

Examinations

Students registered in credit courses must write a formal final examination at the end of each course.

Students are now allowed to write their exams within two, four, or six months of their commencement date. Examinations are set up only upon request by the student. Students are requested to select one of the three exam sessions permitted and the exam centre where they wish to write.

Examination centres are established in approximately 60 locations throughout the Province. In addition, several students who—because of distance, time constraints or handicaps—are not able to attend the regular centres have special centres established for them.

The March examination session was the final opportunity for completion of the first set of courses with flexible completion times (two, four or six months). These courses showed the highest completion rates of any session since the Institute opened: over 60% of the students completed their courses. This is a gratifying result of the Institute's efforts to provide each student with the flexibility to choose a course-length suited to that student's life-style.

Advising Service

Advisor participation was integral to the success of intensive public relations campaigns conducted in Victoria (April), Kamloops and Kelowna (October), and Prince George (November). Advisors were present at mall displays to answer questions about the Open Learning Institute, provide academic advice, and generally strengthen community relations. Advisors were also available for newspaper, radio, and television interviews as part of the effort to heighten OLI's presence in the community.

Workload increased as a direct result of mall displays, with centres seeing a 20–30% increase in inquiries and registrations immediately after displays. Advising centres still carry a heavy student load: each centre enrols an average of 200 new students for every bimonthly session.

The Women's Access Advisor, in addition to handling the responsibilities of a full student-load, accomplished the following objectives:

1. provided information, suggestions, and briefings to OLI staff in matters affecting women students;
2. met the requests for vocational and personal counselling from over 200 women, and assisted in developing policies and programs to help women participate more fully in education and the job market. This was done in co-operation with personnel from the Ministry of Education, Labour and CEIC who provide information and services to women.

Approximately 129 applications for both B.C. Student Assistance and Special Assistance were processed, an increase of about 150 per cent over the previous year. Although ABESAP funds were decreased during 1982, more funds were available early in 1983 as student demand for assistance increased. Funds were allocated to 145 successful applicants.

EXAMINATION STATISTICS (TABLE 2)

	1981–82	1982–83
Number of students apply to write examinations	8400	8239
Number of regular exam centres	370*	427*
Number of special exam centres	550*	568*

* Note that these are the cumulative totals for the six examination sessions held during the year, not the number of centres in a given session.

STUDENT PROFILE SUMMARY 1982/83 (TABLE 3)

Distribution by Advisor Region	
Kamloops	13.8%
Kelowna	12.2%
Nelson	7.6%
Richmond	32.4%
Terrace	6.7%
Victoria	16.0%

Distribution by Age	
Between 11 and 20	12.3%
Between 21 and 30	43.3%
Between 31 and 40	29.8%
Between 41 and 50	9.5%
Between 51 and 60	3.8%
Between 61 and 70	1.0%
71 and over	.3%

Distribution by Sex	
Male	42.3%
Female	57.7%

Distribution by Academic Goal	
B.A. Degree	9.2%
1 Year Certificate	9.9%
Grade 12 Completion	13.3%
Grade 10 Completion	5.3%
For Credit Elsewhere	20.7%
General Interest	28.3%
Career Advancement	13.3%

Distribution by Highest Education Achieved	
Grade 7	3.7%
Grade 10	17.4%
High School Graduation	40.6%
College Univ. Trans. Prog. 1 Year	6.3%
College Univ. Trans. Prog. 2 Years	3.1%
Vocational Program	6.3%
College Career or Technical Program	4.9%
BCIT or equivalent	3.4%
Teacher's certificate	1.3%
University Bachelor's Degree	6.9%
Incomplete University	6.1%

Distribution by Marital Status	
Single	48.2%
Married	51.8%

Distribution by Occupation	
Student attending Secondary School	1.6%
Student attending College or Inst.	3.6%
Student attending University	1.7%
Unpaid domestic duties	12.7%
Administrator or Manager	5.3%
Teacher or Lecturer	2.3%
Qualified Scientist or Engineer	4.5%
Technical worker	4.5%
The Professions & the Arts	5.4%
Tradesmen	8.0%
Primary Industry	5.6%
Clerical and Office staff	15.3%
Communication and Transport	3.8%
Service Occupations	14.8%
Institutionalized	1.4%
Not Working	13.4%

OLI Students

The Institute continues to attract a broad spectrum of the residents of British Columbia. More than 50% of the students live outside the Greater Vancouver and Greater Victoria areas. The majority of students are married, and almost 60% are women. There were two notable changes in the student profile:

- more than 20% of the enrolments were by students taking courses to transfer to a program at another institution, up from 16% last year.
- there was an increase from 7.5% to 13.4% of students who gave their occupation as "not working." This does not include those engaged in unpaid domestic duties, those who are institutionalized, or those who are full-time students.

EDUCATIONAL TECHNOLOGY

During the past year, staff in the division of Educational Technology were active in the following areas:

- Provision of information, training and assistance to program areas about the use of various types of educational technology, particularly in major areas of interest such as television and computing.

Seminars for staff were organized in the areas of teleconferencing, use of media, videodisc, live interactive television, and TELIDON. Staff were active in developing the first Institute telecourse for the Knowledge Network, entitled *Introduction to Canadian Business*, as well as computer-aided learning pilot material for use on the TELIDON system and on the microcomputer. The division also initiated and co-ordinated audio teleconferencing for OLI students and others and co-ordinated

activities related to the Knowledge Network. A Computing Science program is now being designed for the Institute.

- Consultation with program areas and provision of assistance, where necessary, about matters related to the instructional design of new and existing courses.

  Staff in the division provided consultative assistance about a variety of courses, served as course designer on five new courses, and worked on twelve other courses preparing revisions, blueprints, tutor manuals or audiotapes. The final version of the OLI Coursewriter's Manual was completed, and development was begun on materials for tutor orientation and professional development.

- Development and maintenance of a system of course and tutor evaluation, in collaboration with program areas.

  A plan was developed and approved for course and tutor evaluation at the Institute. Staff is currently working with the Data Processing department at OLI to incorporate this plan into the computer.

- Co-ordination of institutional research activities and proposal for new areas of research.

  Eight institutional research reports were prepared during the year, and two major research studies were undertaken. The first study involves a telephone survey of 500 former OLI students about a number of issues of interest to the Institute. The second study, funded by the Social Science and Humanities Research Council of Canada (SSHRC), is examining a model to explain student attrition in OLI courses. Links have also been established with The Open University and with others to share information and to collaborate on various projects in the areas of media and research.

  Existing video resources were identified which could be used on the Knowledge Network to support Institute courses, and a study is underway to identify existing print-based courses which could be adapted.

  Finally, five proposals were prepared for outside funding and two were approved.

- Outside presentations

  Staff in the division presented thirteen papers or workshops at nine conferences during the year. These ranged from a paper at the International Council for Distance Education Conference in Vancouver to workshops on course design at Langara and in Kelowna. In addition, four articles were accepted for publication in professional journals, and two articles were published in conference proceedings.

- Committee work

  Staff in the division served on committees involved in studying OLI advising centres, educational technology, institutional self-study, and the learning Systems Working Groups of the Knowledge Network. Staff of the division served on organizing committees for three major conferences: International Visual Literacy Association, Focus on Training, and Planning for Change, the latter being a conference on learning at a distance. Finally, the division was represented on the B.C. Telematics Caucus and the B.C. Computers in Education Committee.

The above descriptions indicate that the division of Educational Technology has made a significant start in a variety of important areas. Activities have been undertaken both within and outside the Institute which have begun to establish OLI as a leader and major resource in the field of distance education.

LIBRARY SERVICES

Library services for the Institute are provided at two locations to serve students and staff.

The library at the Richmond location was established to serve the Board and the administrative and academic staff of the Institute. The specialized collection, composed of print and non-print material germane to the field of distance education, supports all aspects of the Institute's activities. Reference service is provided by one part-time librarian and one full-time library technician. The library is open by arrangement to students of other institutions doing research in the field of distance education, and much of the collection is available through inter-library loan to other post-secondary libraries.

Library services to students are provided through an innovative arrangement with Simon Fraser University. A librarian, who is employed by the Institute but situated at the University, responds to telephone requests for library material by mailing books and articles to OLI students all over the Province. The resources of SFU's library provide the mainstay for this service, with the libraries of the University of British Columbia and the University of Victoria providing additional services through specially-arranged borrowing privileges. Students also have access to college and public libraries in their own locations, as do other citizens. The Institute gratefully acknowledges the co-operation of all these institutions. Without them OLI students could be deprived of comparable library service to that enjoyed by other students in the Province.

•••

ADMINISTRATIVE SERVICES

PERSONNEL SERVICES

The Institute has 117 regular employees and 138 tutors on staff. This is an increase over the previous year of 5.4% in the regular staff complement and 4.5% in the tutor complement.

Personnel Services has three full-time staff: a Secretary, a Personnel Assistant, and a Director. The Payroll Supervisor assists the operation by maintaining all benefit plans.

Training for management supervisory staff was a priority in 1982–83. Workshops were conducted in the use of the performance appraisal system, interviewing techniques, improving employee performance and productivity, and time management. In addition, eight supervisors attended the supervisory training courses sponsored by Canada Manpower.

The contract with the B.C.G.E.U. expired on March 31, 1983. Collective bargaining for a new contract began on March 10, 1983. The Institute's bargaining team is composed of the Director of Personnel Services, the Director of Data Processing and Ancillary Services, and the Personnel Assistant.

PROGRAM SUPPORT

The Program Support division is responsible for the production, warehousing, and dispatching of all course materials: print, audio or video. In addition, it is responsible for the Institute's bookstore and acts as the shipper and receiver for the Institute. The division has three departments: Print Production, Materials, and Audio Video Production.

Print Production

The print department produced large volumes of high quality materials throughout the year. As in previous years, the majority of the materials printed were for Institute courses. Substantial amounts of material were printed on a contract basis. Over the course of the year, about 2700 pages were typeset and proofread. Some 7400 paste-up flats were prepared and over 15 000 000 pages printed. A major equipment acquisition was the leasing of a second collator. No capital funds were forthcoming for the acquisition of a more suitable typesetting system. Throughout the year, information was gathered regarding the most modern technology in typesetting, computer-generated graphics, electronic page make-up systems, and electronic printing. The results of these investigations will be reflected in the Institute's Five-Year Integrated Plan.

Early in the year, the production system was modified to make it more efficient through the creation of three positions for mark-up technicians. These technicians assumed some of the responsibilities formerly held by course designers. Significant increase in the efficiency of print producton has resulted thereby. Substantial savings were effected.

For the first time, Program Support was involved in the preparation of television graphics for live interactive broadcasts over the Knowledge Network. The preparation of these materials on short notice presented a significant challenge but one that was successfully overcome.

Audio and Video Production

The audio department, which has a full-time staff of two, is responsible for all audio and video productions and for the reproduction of tapes for distribution to students. Some 15 000 audio tapes were reproduced during the year.

The Institute has a library of over 150 titles of instructional audio tapes. It is in the process of producing 40 additional titles. A considerable number of titles will be developed over the next few years as the Institute gains experience in the production of this kind of instructional material.

Six video productions are now in various stages of production. Concerning such diverse topics as microbiology, laboratory techniques of biologists and soldering technology, they are designed to be used in conjunction with audio and printed course components.

The division co-operated with Educational Technology in producing eleven one-hour live interactive television broadcasts. They dealt with various topics related to Canadian Business Practice and were broadcast through the facilities of the Knowledge Network. If these programs receive positive evaluation, the department will become responsible for the routine production of similar programs in support of other Institute courses.

Late in the year, a study was made of ways in which the productivity of the department could be improved. Recommendations were made and they are now under study. It is expected that, by adopting some of the recommendations, the department will be able to increase the volume of course materials intended for students.

Finally, a variety of audio, audio visual and video materials was produced for public relations purposes, internal use or on a contract basis for outside agencies.

Materials

The materials division is responsible for receiving, storing and distributing all course and non-course items. It maintains control of an inventory of over 2000 course items and over 500 non-course items. Over 18 000 student course packages were mailed, and over 250 000 additional items of mail were dispatched. Despite these increased volumes and despite higher postal rates, postal expenditures were held to $180 000 for an increase of 22%. This represents a decrease in the cost per item over the previous year. An additional 5000 square feet of warehouse space was acquired and equipped with pallet racking and shelving. This new space allowed a more efficient system of storage to be adopted.

Throughout the latter part of the year, design work was undertaken in co-operation with the Data Processing department for a computer-based inventory system. The system is scheduled to be operational by late summer 1983 and will reduce greatly the complex paperwork presently involved in controlling the Institute's large and complex inventory of course and non-course materials.

A major responsibility of the materials division is to provide students with a mail order bookstore service: most required textbooks cannot be purchased in small centres. Organized on a cost recovery basis, the bookstore has an annual turnover of about $225 000.

MARKETING AND INFORMATION SERVICES

The Marketing and Information Office was established in June 1982. The office uses in-house advertising and marketing initiatives to generate revenue for the Institute and to consolidate the Institute's advertising and public relations functions. The marketing aspect of the department's activities is financed on a cost-recovery basis.

Gross sales resulting from the marketing of course packages were about $100 000. This represents an increase of approximately 30% over the previous year. Clients include B.C. educational institutions, educational institutions in other provinces, and private sector training departments.

New ventures include initiatives in the marketing of computer software produced by the division of Data Processing. After appropriate product and market analysis, the student records system was considered

appropriate for commercial offering throughout North America. Work to prepare the system for market took place between October 1982 and January 1983. Direct mail marketing and limited product advertising are underway to promote purchase of the system. Anticipated sales in 1983–84 will more than cover 1982–83 development costs. The office also arranged for a limited number of audio studio contracts with outside agencies.

Public relations and advertising activities include community liaison and public displays, student recruitment, media liaison, development and production of publicity pieces in print and electronic media, and production management of Institute publications. In-house expertise and facilities in graphic design, printing and broadcast production are used wherever possible.

Of note in 1982–83 was the series of community and public relations weeks held in five OLI advising regions: Victoria, Prince George, Kamloops, Kelowna, and Cranbrook. Personal contact with the public through mall displays and extensive accompanying media coverage allowed the Institute to make its services known to many new audiences.

•••

DATA PROCESSING AND ANCILLARY SERVICES

This department provides two important support functions for the Institute. The Data Processing Division is responsible for the management and operation of all DP resources in support of the Institute's instructional and administrative mandate. The Ancillary Services Division is responsible for the provision of purchasing and of facilities management services.

Ancillary Services

The division has three staff members under the management of the Co-ordinator of Ancillary Services. The division's main objective continued to be the procurement of supplies and services in a timely and cost-effective manner.

Purchasing

During the past year, significant changes in purchasing procedures were developed.

An expediting system was implemented which assisted in determining inventory levels, re-order points and the lead-time required for individual items. With this system in place, follow-up on orders includes delivery schedules, all supplementary supplier contact and results, reconciliation of invoice discrepancies, and authorization for payments.

The expediting procedure has assisted both the Receiving and Accounting Departments by eliminating many problems which had previously resulted in unnecessary delays in processing.

In making purchasing decisions, emphasis was placed on value analysis. This enabled the Institute to eliminate unnecessary costs while maintaining or improving quality.

The main considerations in value analysis are utility and total cost. To attain high value, emphasis has been placed on acquiring the most useful items at the lowest possible cost.

The dollar value of Purchase Orders issued increased to 1.5 million, though the number of Purchase Orders issued has decreased to 537 from 601 in the fiscal year 1981–82, thereby reducing administrative costs.

This decrease has been achieved through standing and blanket orders where advisable, the establishment of re-order points through the expediting system, and product evaluation and analysis.

The Institute's telephone system was re-evaluated. All locals had been assigned, and in some cases it was necessary for three or four persons to use the same local. The requirements of both users and cost efficiency in equipment have been a primary concern. A Mitel SX200 Generic 217 switching system was recommended and is scheduled for installation early in the next fiscal year. This system will provide greater flexibility, more control, and will meet the Institute's long-term needs.

The photocopying equipment was also re-evaluated and replaced. It was possible to increase the number of convenience installations throughout the Institute and decrease the monthly cost by over 30% in the Administration areas.

Facilities Management

Overcrowding continues to be a problem for the main offices located at 7671 Alderbridge Way in Richmond. A request was forwarded to the Ministry of Education in early 1981 for an additional 5000 square feet of office space and 5000 square feet of warehouse space. This request has not yet been approved.

It is now necessary for some staff members to share desks or take over desks of other staff members who may be temporarily away. The lack of a meeting room continues to be a problem, and the Library has used all space available to it.

The housing and distribution of course materials and production items has been greatly influenced by the change from a three semester to a six semester system. An additional 5000 square feet of warehouse space has been rented on a month-to-month basis in order to accommodate temporarily growing storage problems. This brings to 10 000 square feet the warehouse space rented on a month-to-month basis.

With the creation of an Occupational Health and Safety Committee, the Institute, through this division, has continued to ensure that all regulations pertaining to lighting standards, environmental control, and employee safety are met.

Advising Centres Facilities

The Advising Centre in Nelson acquired new space at 305 Vernon Street.

The Prince George office moved from 1593 Third Avenue to 1274 Fifth Avenue.

The moves of these centres have given the Institute both a more visible location and a reduction in cost.

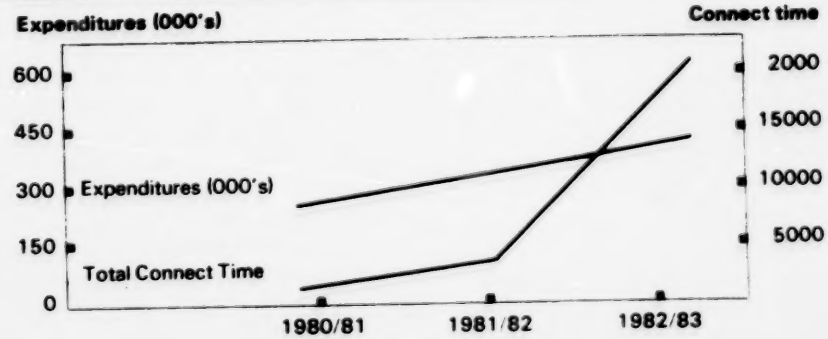
Data Processing

The Data Processing Division now consists of six persons: three analysts, a programmer, a computer operator, and the Director. Computer processing capabilities are provided by a leased DEC VAX 11/750. Eighty-nine employees are currently using this system to process a wide variety of data, using one of 25 available terminals. During the past year, a number of significant projects were undertaken, including the implementation of a new Student Records and Registration System, the acquisition of stand-alone word processing stations and graphics terminals, and the establishment of Office Automation and Technical Support functions within the Division. Significant aspects of the Division's operations are summarized below, with comparisons to previous years.

DATA PROCESSING (TABLE 4)

	1980–81	1981–82	1982–83
No. of users	11	44	89
Total connect time	989	4075	18477
Expenditures 000's	255	363	424
Person/Hours			
Design & Development	4624	2235	3868
Maintenance	356	1201	665
User Support	N/A	N/A	454
Technical Support	N/A	N/A	157
Operations (Total)	353	1063	2679
Other	1778	3017	3394

DATA PROCESSING (FIGURE 2)



Software Development

A major project in 1982–83 was the design and development of a Student Records System to accommodate planned major changes in the operations of the Institute. Development of this system was completed in the fall of 1982. The total cost is estimated at $106 000, reflecting an investment of over 4700 person-hours.

A number of other development projects was initiated late in 1982: a Materials Inventory Management System, and a Financial Revenue Management System. Currently 176 programs are available for user access.

A new applications development methodology was designed and implemented in 1982. The intention is to provide greater user involvement in the development process and to ensure that developed systems meet user needs to the greatest extent possible.

A total of 3868 person-hours was used in design, programming and documentation of applications. The distribution of this time to the various divisions is as follows:

Academic Affairs	20%
Finance	16%
General Institute	21%
Personnel	1%
Program Support	4%
Student Services	38%

Administration

The effective administration of Data Processing resources was a high priority throughout the year. Stand-alone word processing stations were acquired for that purpose. These stations will permit greater user control over word-processed documents, as well as increased productivity. The establishment of an Office Automation function will provide the Institute with expertise and guidance in the future use of office automation techniques and technologies.

High priority was also assigned to professional development of DP staff.

The time required for essentially non-productive functions such as administrative duties was kept to a minimum. This was possible despite an increased operational load attributable to a large number of users, and the participation of Division staff in many Institute studies and projects not related to DP. Thirty-nine percent of employee time was allocated to systems development, with 27% being used for operations and support of existing systems, and 15% being used for Division administration. The remaining time was allocated to leave 6%, training 8% and non-DP related duties 4%.

During 1982–83 the Division was able to make significant contributions to the Institute's Instructional Computing mandate in the following ways:

1. A review of existing micro-computers was completed and a recommendation made regarding the model most appropriate for use in computer courses. Forty-five "Rainbow" micro-computers were thus acquired.
2. Advice and assistance were provided to designers of a number of courses which require computer support.

Systems Operation

The objective in systems operation was to maximum the availability and responsiveness of hardware resources. Additional memory and disk capacity was added in March of 1983. Significant changes were made to the manner in which users gain access to the computer. This project allowed easier access to powerful tools to a larger number of users.

The computer system was available on an hourly basis, seven days a week. Total use by OLI staff was

18 477 connect hours, which represents a 360% increase over the previous year. User satisfaction with systems operations was measured and found to be adequate.

With the introduction of the new Student Records System, a pilot project enabling remote access to student data was undertaken. One Regional Advising Centre was given a terminal with access to student information. This project was successful, and plans were developed for the installation of terminals in all Advising Centres.

A total of 2679 person-hours of staff time was allocated to computer operations and user support in the fiscal year 1982–83. Computer use by division was monitored and costed using current commercial rates. The connect time and value of computer resources used are detailed below.

FINANCE DEPARTMENT

The Finance department produces monthly financial statements for the Board, monthly management statements for 22 cost centres, and periodic reports required by the Ministry of Education and other government agencies. During the year refinements were made to our computer program to improve the format of financial reports.

The accounting area assumed responsibility for the cash receipts function from the Student Services department. The volume of transactions related to serving students increased. The number of trust funds under administration increased. These individually-administered accounts relate to the Institute's growing involvement in external contracts, co-operative ventures with other provincial institutes and regional colleges, and research grants. During the year, the recording of fixed assets inventories was computerized. This enables each manager of a cost centre to know which assets are in his care at any time. The size of the accounting staff was reduced by one part-time employee.

The payroll area accommodated system changes brought about by the increased number of semesters per year and a new method of payment of tutors. The external computer bureau used by the Institute also made radical changes to their operating systems, and these changes had to be learned and accommodated by staff. As of March 1983, there were 663 full and part-time employees and contractors active in the payroll system.

Two new computerized systems are under development: the integration of revenue and accounts receivable with the Student Services systems, and the financial aspect of the inventory control system.

SYSTEMS OPERATION (TABLE 5)

	Connected Hours	$ Value
ABE	56	209
Academic Affairs	1 147	9 433
Bursar	221	1 589
CTV	652	3 876
Data Processing	8 328	67 002
Educational Technology	249	1 575
Finance	1 003	15 359
Library	129	678
Marketing	1 476	8 564
Personnel	248	2 568
Principal	29	228
Program Support	453	6 491
Student Services	4 231	46 299
University Programs	255	2 610
Total	**18 477**	**$179 280**

Budget Office

The Budget Office has two regular employees. It produced the following budgets during the fiscal year:

1982–83 Expenditure Plan
1983–84 Budget Request

The 1982–83 Operating Budget totalled $7 391 000 of which $4 216 140 was allocated to Instruction; $84 799 to Community Services; $327 492 to General Instructional Support; $1 061 056 to Student Support; $1 144 417 to Administration; $465 996 to Facilities Management (including leases), and $91 100 to Operating Capital. Funding for the 1982–83 Budget derived from $6 565 700 from Provincial Grants and $825 300 from Tuition and other sources. The net funding received from each council was as follows: $523 125 from the Academic Council; $523 433 from the Occupational Training Council; $676 542 from the Ministry Standing Committee; $2 796 500 from the Management Advisory Council; $1 955 000 from the Universities Council; and $91 100 from the Ministry of Education.

The 1983–84 Budget Request was prepared in Priority Budget Request Reporting format as required by the Ministry of Education. This entailed a complete restructuring of the budgeting process. The Institute has acquired and installed a software package to improve the modelling capabilities available to the Budget Office for use in assisting decision-makers in their budget preparation.

AUDITOR'S REPORT

To the Board of
The Open Learning Institute,
Richmond, British Columbia.

We have examined the balance sheet of The Open Learning Institute as at March 31, 1983 and the statement of revenue, expenditure and changes in fund balances for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Institute as at March 31, 1983 and the results of its operations for the year then ended in accordance with accounting principles as described in Note 1, applied on a basis consistent with that of the preceding year.

Campbell Sharp

Campbell Sharp
Chartered Accountants

New Westminster, Canada.
May 18, 1983.

BALANCE SHEET

as at March 31, 1983

ASSETS

OPERATING FUND	**1983**	**1982**
Cash and term deposits	$1 638 936	$1 227 911
Accounts receivable	35 888	51 424
Prepaid expenses	38 358	30 309
Bookstore inventory	301 652	241 427
Inventory of operating equipment		
Loan equipment	86 875	59 631
Rental equipment	195 145	—
	2 296 854	**1 610 702**

CAPITAL FUND		
Cash	1 979	—
Due from operating fund	129 898	104 224
Furniture, equipment and library	1 616 420	1 457 117
	1 748 297	**1 561 341**

BURSARY, ENDOWMENT AND LOAN FUNDS		
Cash	219	150
	$4 045 370	**$3 172 193**

Approved by

J. S. Pritchard
Chairman of the Board

S. Segal
Bursar

LIABILITIES AND FUND EQUITY BALANCES

OPERATING FUND		1983	1982
Accounts payable and accrued liabilities		$1 284 772	$ 677 041
Deposits returnable to students		31 610	14 050
Contract deposits		58 511	75 105
Deferred course fees		40 221	20 030
Due to capital fund		129 898	104 224
		1 545 012	890 450
Equity in operating fund assets			
Bookstore and operating equipment	$ 583 672		
Operating fund balance	168 170	751 842	720 252
		2 296 854	**1 610 702**

CAPITAL FUND			
Bank overdraft		—	17 810
Accounts payable and accrued liabilities		73 345	61 819
		73 345	79 629
Equity in capital fund assets			
Furniture, equipment and library	1 616 420		
Capital fund balance	58 532	1 674 952	1 481 712
		1 748 297	**1 561 341**

BURSARY, ENDOWMENT AND LOAN FUNDS			
Equity in fund assets			
Bursary endowment fund		146	100
Emergency loan fund		73	50
		219	150
		$4 045 370	**$3 172 193**

STATEMENT OR REVENUE, EXPENDITURE AND CHANGES IN FUND BALANCE

for the year ended March 31, 1983

	Operating Fund	Capital Fund	Bursary, Endowment and Loan Funds	Total 1983	Total 1982
FUND BALANCE beginning of year	$ 419 194	$ 24 595	$ 150	$ 443 939	$ 38 107
REVENUE					
Annual grant, Province of British Columbia					
Operating and capital	6 400 400	43 700	—	6 444 100	5 984 081
Supplemental	15 000	—	—	15 000	—
Allocated to capital fund	(141 900)	141 900	—	—	—
Interest	171 853	7 640	69	179 562	133 016
Sales tax refunds	—	—	—	—	12 420
Tuition fees	619 212	—	—	619 212	374 557
Computer time sales	6 695	—	—	6 695	3 405
	6 961 250	193 240	69	7 264 569	6 507 479
	7 490 454	**217 835**	**219**	**7 708 508**	**6 545 586**
EXPENDITURE					
Principal's office and library	285 708	—	—	285 708	245 500
Administration and general	1 592 875	—	—	1 592 875	1 295 848
Program support	1 290 689	—	—	1 290 689	989 321
Program development	2 713 715	—	—	2 713 715	2 333 922
Student services	1 177 717	—	—	1 177 717	1 050 011
Operating assets	282 614	—	—	282 614	—
Capital assets	—	159 303	—	159 303	224 783
	7 343 318	159 303	—	7 502 621	6 139 385
Bookstore operations	(12 579)	—	—	(12 579)	(8 254)
Marketing operations	(8 455)	—	—	(8 455)	(9 484)
	7 322 284	159 303	—	7 481 587	6 101 647
FUND BALANCE end of year	**$ 168 170**	**$ 58 532**	**$ 219**	**$ 226 921**	**$ 443 939**

NOTES TO THE FINANCIAL STATEMENTS

March 31, 1983

1. SIGNIFICANT ACCOUNTING POLICIES

The transactions of the Institute are accounted for by fund accounting procedures in accordance with accounting practices generally followed by public educational institutions in British Columbia. Under these procedures, available resources and their related expenditures are recorded in separate funds in accordance with limitations and restrictions imposed by sources outside the Institute and determinations made by the Board.

Major funds consist of:
Operating fund—those revenues and expenditures used in the general operation of the Institute.
Capital fund—amounts allocated by the Board and used for the acquisition of capital assets.
Bursary, endowment and loan funds—amounts available to students requiring financial assistance.

Bookstore Inventory

Inventory is valued at the lower of cost and net realizable value.

Inventory of Operating Equipment

Inventory of operating equipment is recorded at cost.

Furniture, Equipment and Library

Furniture, equipment and library purchases are recorded at cost without provision for depreciation. The cost of assets is charged to operating expenditures on disposition.

Deferred Course Fees

Tuition fees for courses commencing in the fiscal year are included in revenue. Tuition fees for courses commencing subsequent to the year end are recorded as deferred revenue.

Program Development

All course development costs are charged to expense in the period incurred.

Commitments to course writers and consultants for programs developed beyond the point of cancellation are accrued and included in expenditures.

Expenditure

Expenditures on goods and services, other than commitments for program development as described above, are recorded in the period received.

Previously, all expenditures were recorded when the goods or services were ordered. Had the new policy been in effect in 1982, the operating expenditures for 1982 would have been reduced by $87 284.

Fund Balances

The Board of the Institute in accordance with Ministry of Education policy appropriates the operating and capital fund balances for use in the subsequent fiscal period.

Comparative Figures

Certain of the 1982 comparative figures have been reclassified to conform with the current presentation.

2. LEASES

The Institute has obligations under long term leases for their Richmond premises and computer equipment with minimum rentals as follows:

1984	$125 164
1985	80 356
1986	6 696
	$212 216

In addition, the Institute is obligated to pay all taxes, utilities and other costs of occupancy of the Richmond premises.

SCHEDULE OF EXPENDITURES

for the year ended March 31, 1983

Expenditure	Principal's Office and Library	Administration and General	Program Support
Salaries			
Excluded staff	$116 769	$ 301 705	$ 43 557
Bargaining unit	46 849	364 976	616 192
Temporary employees	–	34 894	64 403
Temporary contractors	–	–	19 521
Tutorial services	–	–	–
Invigilation costs	–	–	–
Pension and welfare benefits	18 382	17 475	73 582
Board honoraria	15 985	–	–
Board expenses	15 455	–	–
Institute and Board memberships	12 148	–	–
Contract services	36 466	30 416	102 745
Legal and audit	–	35 442	–
Computer services	–	51 845	–
Recruitment and staff relocation	–	9 669	–
Staff training	–	13 502	1 235
Special department requirements	1 924	3 330	110
Conferences and travel	6 505	18 754	4 378
Exam expenses	–	–	–
Tutor workshops	–	–	–
Public information and advertising	–	80 526	–
Student publications	–	–	–
Student course material	–	–	–
Course acquisitions	–	–	–
Copyright acquisition	–	–	–
Telephone tutoring	–	–	–
Cataloguing	5 599	–	–
Office supplies and expenses	–	28 853	–
Postage	–	–	122 599
Telephone	–	57 344	–
Photocopying	–	32 837	44 218
Materials and supplies	494	2 325	150 289
Minor equipment	328	693	3 490
Equipment repairs and maintenance	–	35 147	18 942
Equipment rental	–	80 987	25 428
Assets written off	–	16 684	–
Insurance	–	6 431	–
Facility rental and taxes	–	206 724	–
Utilities	–	24 778	–
Building, maintenance and cleaning	–	61 624	–
Renovation and alterations	–	11 914	–
Furniture and fixtures	–	–	–
Equipment	–	–	–
Leasehold improvements	–	–	–
Library acquisitions and renewals	8 804	–	–
Bookstore inventory	–	–	–
	$285 708	**$1 592 875**	**$1 290 689**

Program Development	Student Services	Operating Assets	Capital Assets	Total 1983	Total 1982
$ 226 816	$ 321 182	$–	$–	$1 010 029	$1 017 488
503 991	301 462	–	–	1 833 470	1 363 782
22 419	90 623	–	–	212 339	245 594
380 720	–	–	–	400 241	479 121
807 777	–	–	–	807 777	552 350
–	31 271	–	–	31 271	–
156 304	72 349	–	–	392 092	264 751
–	–	–	–	15 985	24 771
–	–	–	–	5 455	15 760
–	–	–	–	12 148	12 017
151 825	4 919	–	–	326 371	156 312
–	–	–	–	35 442	46 333
–	–	–	–	51 845	72 198
–	–	–	–	9 669	30 627
1 842	–	–	–	16 579	15 953
4 386	985	–	–	10 735	12 177
40 142	17 349	–	–	87 128	76 143
2 153	2 114	–	–	4 267	1 732
56 587	–	–	–	56 587	33 547
–	76 498	–	–	157 024	138 474
–	74 723	–	–	74 723	8 046
57 269	–	–	–	57 269	32 755
123 422	–	–	–	123 422	46 267
11 241	–	–	–	11 241	15 935
161 418	–	–	–	161 418	144 226
–	–	–	–	5 599	5 724
–	4 204	–	–	33 057	39 175
–	15 655	–	–	138 254	139 750
–	79 475	–	–	136 819	106 754
–	–	–	–	77 055	58 339
5 378	30 383	–	–	198 869	233 117
–	1 645	–	–	6 156	3 144
–	745	–	–	54 834	37 931
25	–	–	–	106 440	112 025
–	–	–	–	16 684	9 980
–	–	–	–	6 431	5 435
–	47 307	–	–	254 031	253 086
–	2 390	–	–	27 168	26 489
–	1 884	–	–	63 508	57 295
–	554	–	–	12 468	5 706
–	–	–	22 563	22 563	51 021
–	–	222 389	110 460	332 849	110 602
–	–	–	13 706	13 706	53 685
–	–	–	12 574	21 378	17 115
–	–	60 225	–	60 225	6 653
$2 713 715	**$1 177 717**	**$ 282 614**	**$ 159 303**	**$7 502 621**	**$6 139 385**

SCHEDULE OF OPERATIONS

for the year ended March 31, 1983
SCHEDULE OF BOOKSTORE OPERATIONS REVENUE AND EXPENDITURE

Revenue	**1983**	**1982**
Sales		
Bookstore	$277 714	$ 181 919
Provincial programs	—	314
	277 714	**182 233**
Cost of sales		
Opening inventory	241 427	234 773
Purchases	284 683	144 510
	526 110	379 283
Closing inventory	301 652	241 427
	224 458	137 856
Gross margin	**53 256**	**44 377**
Expenditure		
Salaries	16 500	14 598
Temporary employees	4 800	4 327
Pension and welfare benefits	2 161	1 491
Freight—in	8 163	5 374
Postage—out	10 800	13 635
Equipment rental	—	72
Credit card commissions	2 818	2 254
	45 242	41 751
deduct: restocking charge	4 565	5 628
	40 677	36 123
	$ 12 579	**$ 8 254**

for the year ended March 31, 1983
SCHEDULE OF MARKETING OPERATIONS, REVENUE AND EXPENDITURE

Revenue	**1983**	**1982**
Sales of courses	$99 797	$65 519
Cost of sales	31 144	36 035
Gross margin	68 653	29 484
Expenditure		
Salaries	11 823	—
Temporary employees	769	—
Pension and welfare benefits	1 278	—
Special department requirements	80	—
Travel and conferences	3 068	—
Advertising	43 180	—
	60 198	—
	$ 8 455	**$29 484**

POOR

QUALITY

ORIGINAL